

FY 2021 PRELIMINARY FISCAL PLAN

BUDGET REVIEW WORKSHOP, MAY 12, 2020

ACCOUNTABILITY

COLLABORATION

CUSTOMER SERVICE

EQUITY INNOVATION

SUSTAINABILITY



FY2021 Budget Review Schedule

- ✓ Tuesday, April 28 **Introduction of the FY2021 Preliminary Fiscal Plan** (10am)
- ✓ Thursday, April 30* **Budget Town Hall** (5 – 6pm)
- ✓ Tuesday, May 5* **Budget Review Workshop** (9am – Noon)
 - Equity, Capital, Economic Prosperity and Affordability, Safe Community, Mobility
- Tuesday, May 12* **Budget Review Workshop** (1 – 4pm)
 - Health and Environment, Engaged and Connected Community, Governmental Excellence, Capital Update
- Tuesday, May 19 Committee of the Whole **Discussion and Deliberation** (10am)
Public Hearing at City Commission meeting (7pm)
- Thursday, May 21* **City Commission Adoption** (9 – 11am)

* Special meetings scheduled

Today's Objectives

- Understand investments by strategic priority and recommended budget reductions in response to revenue reductions
 - Engaged and Connected Community
 - Community surveying FY2021 plan
 - Governmental Excellence
 - Health and Environment
 - Stormwater Oversight Commission Report
 - LED Street Lighting Update
 - Parks and Recreation Update
- Capital Update
- Wrap Up

Potential Revenue Reductions - Not Reflected in Preliminary Budget

Fund	Income Tax*	State Shared Revenue**	CVTRS**	Act 51 Gas & Weight Tax**	Parking Fines	Charges For Services (1)	Total Reduction Needed	Identified Additional Reductions
General Fund	\$1,281,648	\$1,718,076	\$285,244				➤ \$3,284,968	➤ \$1,858,839
Capital Reserve Fund	56,882		285,244				✓ 342,126	✓ \$342,126
Sidewalk Repair Fund	32,943						✓ \$32,943	✓ \$32,943
Vital Streets Fund	172,979						✓ \$172,979	✓ \$172,979
Major Streets Fund				1,830,025			✓ \$1,830,025	✓ \$1,830,025
Local Streets Fund				610,008			✓ \$610,008	✓ \$610,008
Parking Operations Fund					25,000	3,185,402	✓ \$3,210,402	✓ \$3,210,402
Total	\$1,544,452	\$1,718,076	\$570,488	\$2,440,033	\$25,000	\$3,185,402	\$9,483,451	\$8,057,322

*0.5% increase in current budget, proposed -1% reduction ** 5% decrease in FY21 budget, reduced to -15% reduction

(1) Includes On-Street, Daily and Event Parking Revenues (dependent on activity within the City. Sports, shows, concerts, bars, restaurants, etc. When none of this is happening these are the main categories impacted.

Investments by Strategic Priority



ACCOUNTABILITY
COLLABORATION
CUSTOMER SERVICE
EQUITY INNOVATION
SUSTAINABILITY

Information Provided for each Strategic Priority

- FY2020 performance review
 - Key Dashboard Metrics
 - National Research Center community survey results
 - Key accomplishments
- FY2021 select proposed investments in the Preliminary Fiscal Plan
- Newly recommended FY2021 budget reductions



Engaged and Connected Community





Engaged and Connected Community Key Dashboard Metrics



Measured as of Feb. 24, 2020



Engaged and Connected Community Pre-COVID Community Survey Highlights

When asked to prioritize aspects of the Strategic Plan, the four areas most often considered “essential” or “very important” were:

- Ensuring that all people feel safe and are safe in our community (96%)
- Investing in healthy communities and the natural environment (86%)
- Creating opportunities for education and enrichment for residents of all ages (85%)
- Creating pathways to financial growth for residents, employees and businesses (83%)



Engaged and Connected Community Pre-COVID Community Survey Highlights

- **65%** of respondents rated opportunities to participate in community matters positively
 - Only **48%** of African-Americans rated this positively. There was no statistical difference with Latinx respondents.
- **47%** of respondents felt positive about the community's openness and acceptance toward people of diverse backgrounds
 - Only **43%** of African-Americans and **37%** of Latinx respondents rated positively.



Engaged and Connected Community Pre-COVID Community Survey Highlights

- **54%** of respondents rated community outreach and engagement positively
 - Only **44%** of African-Americans rated this positively. There was no statistical difference with Latinx respondents
- **47%** of respondents rated the City's job at welcoming resident involvement as excellent or good
 - Only **33%** of African-Americans rated this positively, and just **24%** of Latinx respondents



Engaged and Connected Community FY2020 Key Accomplishments

- Expansion/growth in Neighborhood Match Fund and Neighborhood Leadership Academy
- Hosted the 6th Annual Grand Rapids Neighborhood Summit
- Delivery of recommendations of the Task Force on Elected Representation
- Increased presence across all social communication platforms
- Begin establishing language access policies and protocols, including Spanish livestream of Commission meetings



Engaged and Connected Community FY2020 Key Accomplishments

- Executing comprehensive Census and Lead Awareness campaigns
 - Census completion rate through May 10: 64.7%
 - Census self-report deadline: October 31
- Consolidated, moved and established polling locations to provide improved election services
- Completing a communitywide survey
- Expanded live online/digital engagement as a response to COVID-19



Original Engaged and Connected Community FY2021 Select Proposed Investments

Enhance Communications (\$654,037)

- Language access contract (general fund)
- Office of Communications support (general fund)
- We Are GR publication (general fund)
- Our City Academy (general fund)
- Community cable television equipment (grant funded, capital)

Community Engagement Strategy (\$279,000)

- Focused in-Ward community surveys
- Development/implementation of a Citywide engagement framework (general fund)
- Grand Rapids Public Library funded literacy programs (Cook Library, Mobile Library, Storytime in the Parks) (millage fund)



Original Engaged and Connected Community FY2021 Select Proposed Investments

Elevate Resident Voice (\$890,282)

- Neighborhood Summit (general fund and leveraged external funding)
- Neighborhood Match Fund (general fund)
- Neighborhood Leadership Academy (general fund)
- Neighborhood Association support (grant funded)
- Neighborhood connectors (grant funded)
- Community engagement for increased voter registration and turnout (general fund)
- Community ambassadors in Master Plan scoping (general fund)



Engaged and Connected Community Community Survey FY2021 Plan

- Intent was to conduct more in-depth examination of geographic and demographic trends identified in citywide survey, possibly with more in-person and in-Ward engagement activities
- Post COVID-19, there is a need to be informed by the 2019 survey results but also informed by the “new reality” for our residents
- Will work with local partners to identify a methodology that helps inform recovery efforts and effectively continues inquiry around key performance metrics like public safety



Engaged and Connected Community Community Survey FY2021 Plan

- We were able to procure a digital engagement system as part of COVID response activities
 - Will provide expanded opportunities for engagement and surveying across projects and programs
 - Will expand availability of engagement to additional times and methods more convenient for residents, including text/SMS and social promotion
 - Could become part of an ongoing survey strategy similar to ELUCD



Engaged and Connected Community Newly Recommended FY2021 Budget Reductions

- Goal: solve for a projected \$49,674 reduction in General Operating Fund
- Solution:
 - Reduce funding for Our City Academy (\$4,320)
 - Reduce communication contracts and services (\$10,000)
 - Reduce community promotion for special events (\$10,354)
 - Reductions in City Clerk budget (\$25,000)



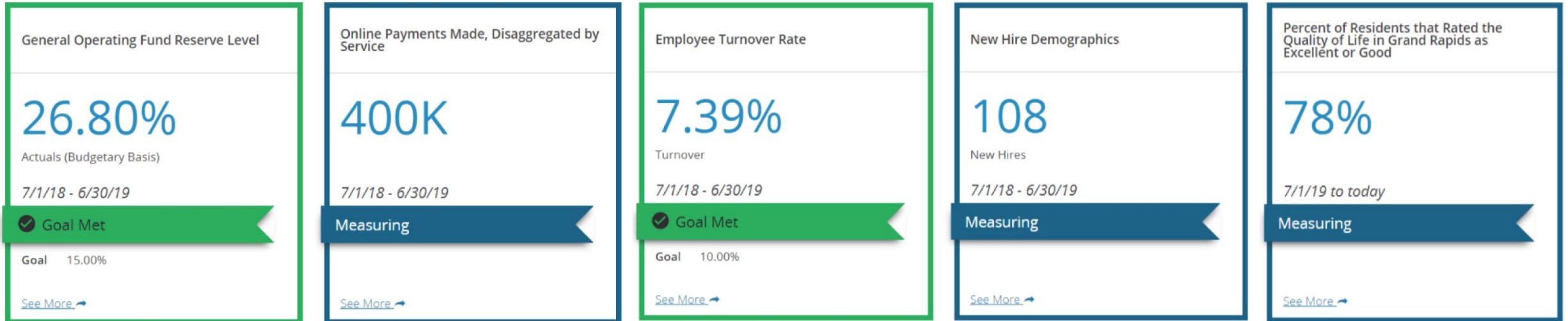
Governmental Excellence



Photo credit: Carbon Stories



Governmental Excellence Key Dashboard Metrics



Measured as of Feb. 24, 2020



Governmental Excellence

Pre-COVID Community Survey Highlights

- **68%** rated the quality of City services as excellent or good
 - Only **48%** of African-Americans responded similarly, and **62%** of Latinx respondents
- **68%** rated the direction the City is going as excellent or good
 - Only **40%** of African-Americans responded similarly, and **76%** of Latinx respondents
- **65%** rated overall customer service by City employees as excellent or good
 - Only **43%** of African-Americans responded similarly, and **53%** of Latinx respondents



Governmental Excellence

FY2020 Key Accomplishments

- Earning \$5.2 million in FY2021 in health care savings
- All employee contracts completed with improved benefits and improvements to the medical plan
- Improved organizational and wellness support
- Hire Reach pilot program initiated
- Adoption of the Human Rights Ordinance
- Implemented the Third Ward Equity Fund
- Leveraged budget submission process to gather and access equity in FY21 requests



Governmental Excellence

FY2020 Key Accomplishments

- Developed scoping outline for completing the next Master Plan
- Launched performance management and began revising the Performance Budgeting System to align to the Strategic Plan
- Continued work on data transparency and accessibility
- Completed security reviews for City owned facilities
- Restored the Calder Stable



Original Governmental Excellence FY2021 Select Proposed Investments

Embed Equity (\$471,125)

- Equity training for City staff (general fund)
- Equitable Grand River Restoration Initiative (leveraged external funding)
- Michigan Indigent Defense Commission transition (general fund)
- Employee Resource Groups (ERG) (general fund)

Fiscal Sustainability (\$600,000)

- Upgrade to Fiscal Management System (remaining transformation fund)

State and Federal Legislative consultants (\$108,000) (general fund)



Original Governmental Excellence

FY2021 Select Proposed Investments

Employees (\$240,000)

- Hire Reach pilot for employee entrance exams (general fund)
- Employee wellness (internal service fund)
- Organizational development and staff training (general fund)
- Employee recognition (internal service fund)

Facilities/Workspaces (\$6.31M)

- Facilities improvements, asset management (\$5.42M, internal service fund, capital)
- Security enhancements at public buildings (internal service fund)
- Coldbrook Pump Station and Monroe Reservoir decommissioning (Vital Streets, general and enterprise funds)



Original Governmental Excellence FY2021 Select Proposed Investments

Technology/Performance Management/Internal Communication/Data (\$1.33M)

- Performance Management (general fund)
- Software and technology upgrades and enhancements (internal service and enterprise funds)
- Data analysis and transparency (internal service and enterprise funds)
- Communications and technology upgrades for parking facilities (enterprise funds, capital)
- Storage of digital evidence for Police (general fund)

Master Plan (\$100,000)

- Master Plan (general fund)



Governmental Excellence Newly Recommended FY2021 Budget Reductions

- Goal: solve for projected reduction in General Operating Fund Revenue
- Solution (\$593,088):
 - Equity Office: reallocate training to grant funded source and reduce temporary/contract employee budget (\$20,130)
 - Fiscal Services: Reduce printing and publishing (\$14,700)
 - Comptroller: fiscal systems analyst leave vacant for 6 months (\$57,312)
 - Treasurer: Leave Financial Asst 1 vacant for six months (\$44,176)
 - Additional Salary Lapse (\$215,000)
 - Executive: Equipment, supplies, contract services (\$47,818)
 - Income Tax: Printing and publishing, supplies, contractual services (\$56,424)
 - Dispatch Subsidy: Freeze part-time positions (\$81,504)
 - Human Resources: reduce contractual services, including Hire Reach, legal services and civil service support, funding for organizational development events and employee engagement, tuition reimbursement & memberships (\$56,024)



Governmental Excellence: Personnel Decisions Already Implemented

- More than 200 full time or temporary positions currently impacted (including those left unfilled)
- Have frozen 61 vacancies
 - Does not include uniformed public safety
 - 7.8 General Fund full time equivalents
- Began reductions in temporary staffing (approximately 150 positions)
 - Reduced temporary budget (\$208,000)
 - Additional Parks reduction in temp staffing (\$108,000)
 - Police reduction in intern positions (\$165,000)



Governmental Excellence: Options for Additional Reductions in Personnel Costs If Needed

- More restrictive Hiring freeze (up to \$8.3M for 12 months)
- Additional reductions in temporary personnel/staffing (up to \$7.3M for 12 months)
- Enrollment in MI Workshare Program (\$1.59 - \$3.18M through July 25)
- Furlough/layoff strategies (\$239,000 - \$400,000 per day)
 - Fixed-length furlough (ex. Multi-week)
 - Rolling furlough (ex. Fixed # of days per month)
 - Straight layoff/workforce reduction
- Early retirement incentive (up to \$7.7M in operations)



Health and Environment



**El polvo puede
significar **peligro.****

No juegue con el plomo.

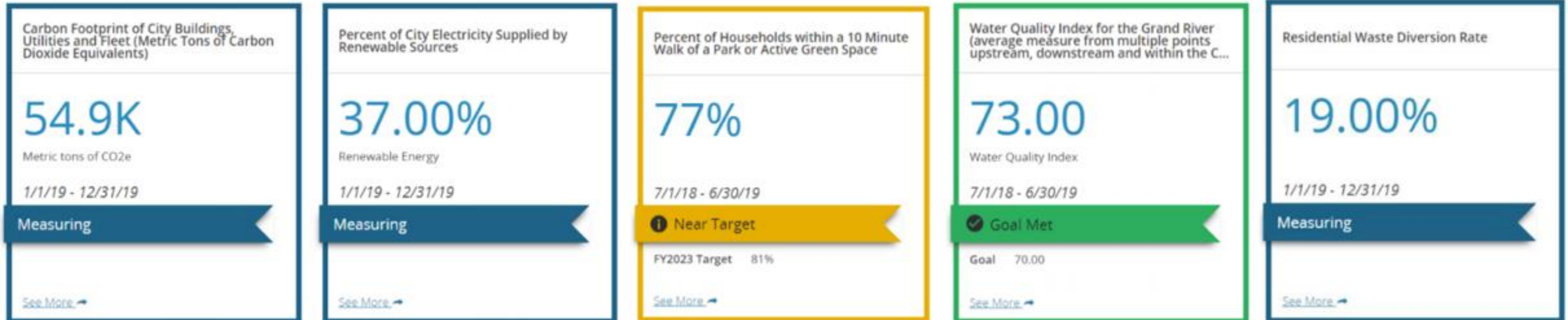
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Health and Environment

Key Dashboard Metrics



Measured as of Feb. 24, 2020



Health and Environment

Pre-COVID Community Survey Highlights

- **79%** rated the quality of garbage collection excellent/good
 - Only **68%** of LatinX respondents responded similarly. There was no statistical difference among African-American respondents.
- **73%** rated the quality of parks excellent/good
 - Only **49%** of African-Americans responded similarly. There was no statistical difference among LatinX respondents.
- **66%** rated the quality of recreation programs excellent/good
 - Only **50%** of African-Americans responded similarly, while **73%** of LatinX respondents did so.



Health and Environment

Pre-COVID Community Survey Highlights

- **65%** rated the quality of yard waste collection excellent/good
 - There was no statistical difference among minority groups.
- **85%** rated investing in a healthy community and natural environment as essential or very important
 - There was no statistical difference among minority groups.



Health and Environment

FY2020 Key Accomplishments

- Received \$5.5 million in Lead Hazard Control Grants and launched lead awareness and education campaign
- Launched the Community Collaboration on Climate Change and received a planning grant to support the creation of a three-year plan to pilot the initiative
- Analyzed solar feasibility of eight City owned properties, including Butterworth Landfill, for solar installation and updated the zoning ordinance to make it easier for residents to install solar



Health and Environment

FY2020 Key Accomplishments

- Passed a parks millage and updated the Parks Master Plan to include the River for All Plan
- Compost site construction improvements to be completed in Spring of 2020 with yard waste composting operations beginning in mid-2020
- Moved the Biodigestion project forward
- Adopted the Green Infrastructure Portfolio Standard
- Piloted a park ambassador program

City of Grand Rapids

Stormwater Oversight Commission

Annual Report

Presented May 12, 2020

Stormwater Oversight Commission Members

Elaine Isely 2017 Chair, WMEAC	Kristine Bersche 2017 Vice Chair, 2 nd Ward	Joshua Lunger Chamber of Commerce
Ken Yonkers Drain Commissioner	Edgar Davis 3 rd Ward – through December	Elizabeth Hernandez 2 nd Ward
Randal Meyering 1 st Ward	Jack Barr 1 st Ward	Christine Olmeda 3 rd Ward – through July



Stormwater Performance



Public Education and
Engagement

Stormwater Investments

Stormwater Current versus Future Investment										
Operations Sources	Level "C"	Current (2014)	Investment Gap	2016*	2017	2018	2019	2020	2021	2022
General Fund	1,276,000	489,197	786,803	601,597	713,998	826,398	938,799	1,051,199	1,163,600	1,276,000
Local/Major Streets	1,500,000	730,598	769,402	840,513	950,427	1,060,342	1,170,256	1,280,171	1,390,085	1,500,000
Refuse (Street Sweeping)	<u>1,020,000</u>	<u>980,000</u>	<u>40,000</u>	<u>985,714</u>	<u>991,429</u>	<u>997,143</u>	<u>1,002,857</u>	<u>1,008,571</u>	<u>1,014,286</u>	<u>1,020,000</u>
Operations Total	3,796,000	2,199,795	1,596,205	2,427,824	2,655,854	2,883,883	3,111,912	3,339,941	3,567,971	3,796,000
Capital Sources										
Capital Reserve Fund	1,281,000	220,000	1,061,000	371,571	523,143	674,714	826,286	977,857	1,129,429	1,281,000
Green Infrastructure Street Capital**	<u>5,300,000</u>	<u>1,700,000</u>	<u>3,600,000</u>	<u>1,900,000</u>	<u>2,100,000</u>	<u>2,100,000</u>	<u>2,300,000</u>	<u>2,300,000</u>	<u>3,328,571</u>	<u>5,300,000</u>
Capital Total	6,581,000	1,920,000	4,661,000	2,271,571	2,623,143	2,774,714	3,126,286	3,277,857	4,458,000	6,581,000
Investment Total	10,377,000	4,119,795	6,257,205	4,699,396	5,278,996	5,658,597	6,238,198	6,617,799	8,025,971	10,377,000

* Streets begin with repairs in first 5-7 and then reconstruction begins

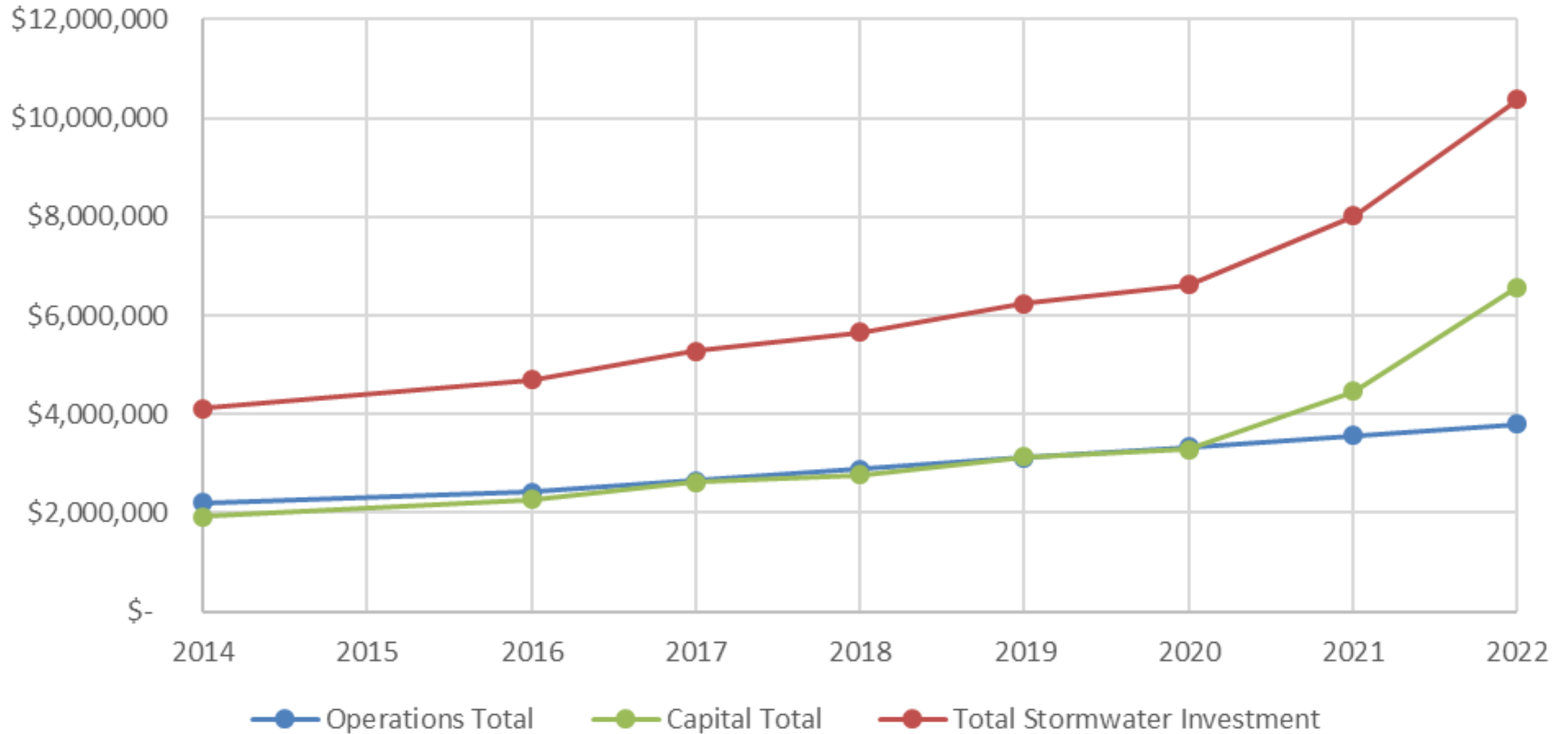
** Current 1.7 million is the previous five year average provided by Engineering and reconstruction projects begin in 2021

*** All in 2013 dollars,



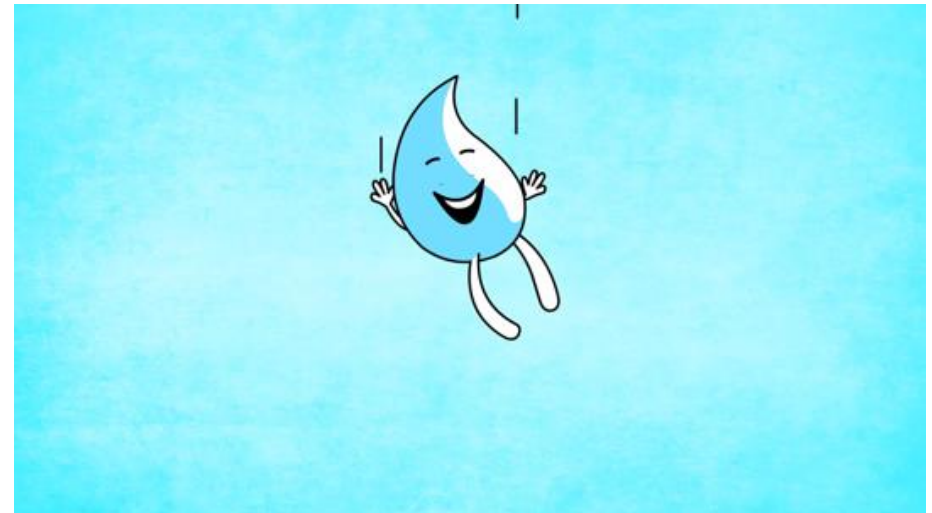
Stormwater Investment Guidelines

Level of
Service C



SAW Grant

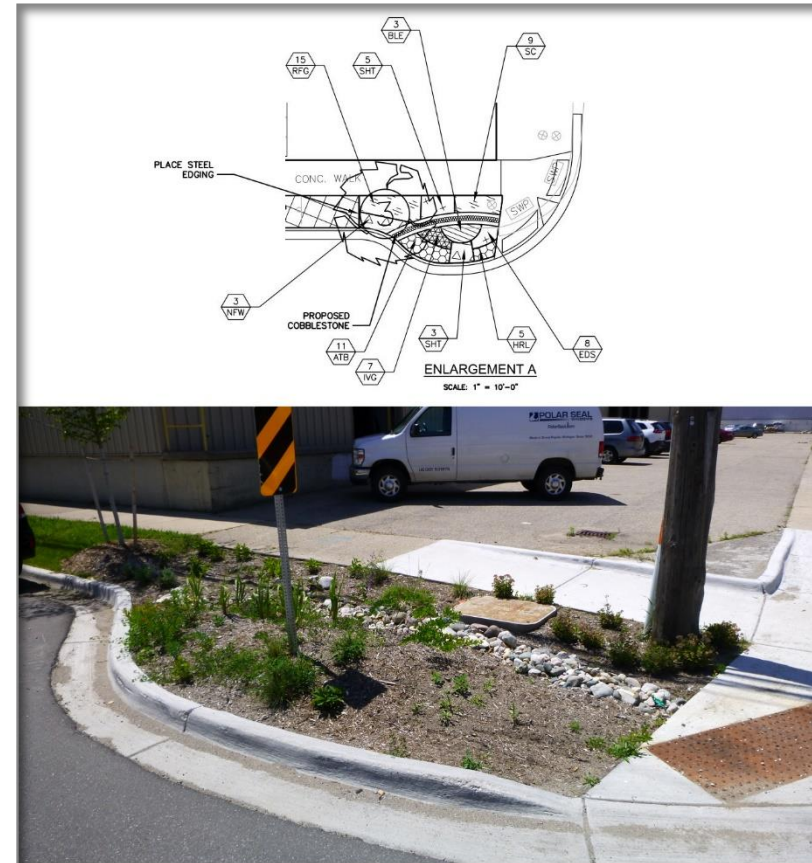
- Stormwater Model
- Water Quality Model of the Grand River
- TMDL Implementation Plan
- Culvert Inventory and Assessment
- Drainage System Cleaning and Assessment
- Public Education



Stormwater Investments – Vital Streets



Trees at Studio Park



Bioswale at Century & Pleasant

2019 Strategic Plan/Green Infrastructure Portfolio Metrics from Vital Streets Work

Project Name	Infiltration Practice	Volume Infiltrated (gal)	First Inch Treatment (acres)
Studio Park	27 Tree Grates	40,500	0.031
Division - Wealthy to Cherry	2 Bioswales	3,411	0.0041
Allerton	4 Leaching Basins	151,605	0.18
Eastside Sewer - 28B	31 Leaching Basins, 2 Bioswales	1,175,914	1.44
Century & Rumsey	3 Bioswales	1,425	0.03
TOTAL		1,372,855	1.686

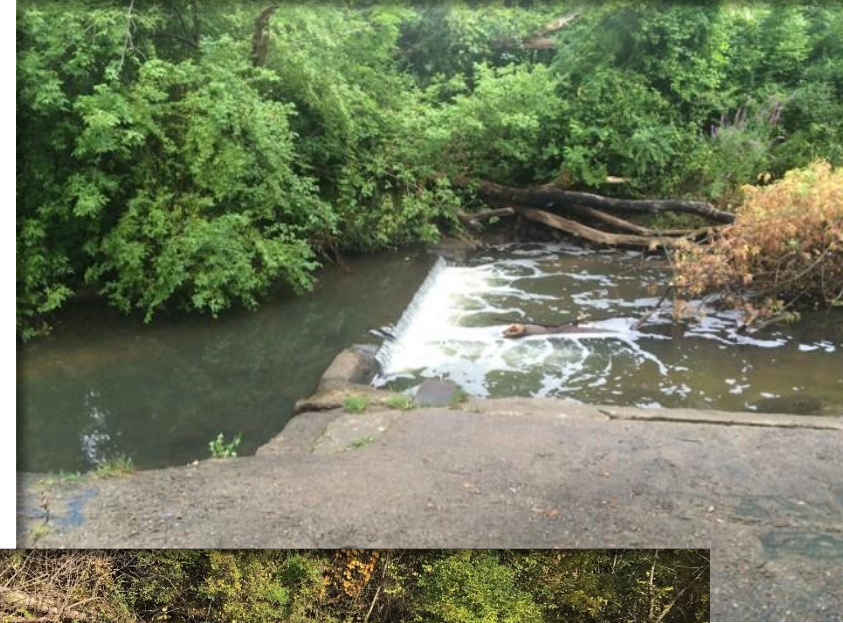
Capital Improvement Plan

Projects Completed in 2019

- Richmond Park Daylighting
- Richmond Park Inlet Modifications
- Kent County Drain Commissioner

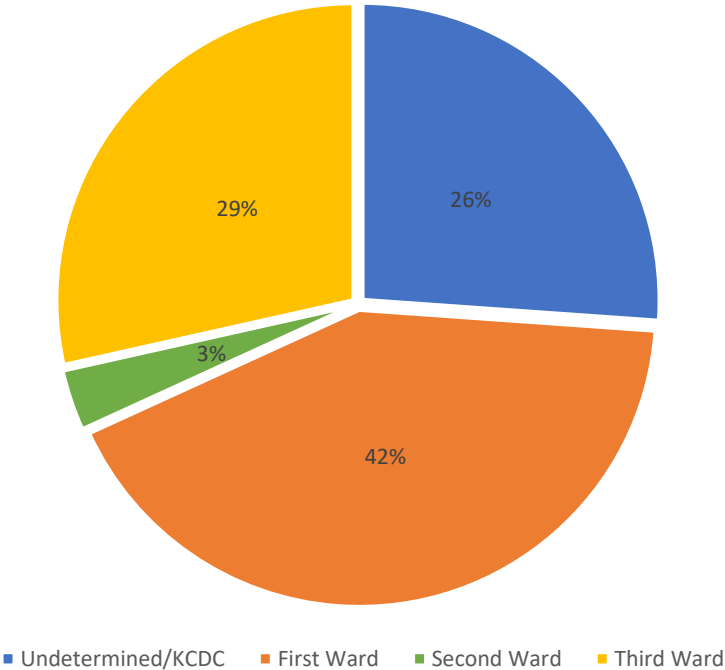
2020 Projects

- Glen Echo Streambank Stabilization
- Alger Streambank Stabilization
- The Highlands



Stormwater Investments by Ward – Capital

FY2021 Breakdown



After

Before

Level of Service “C” Tracking

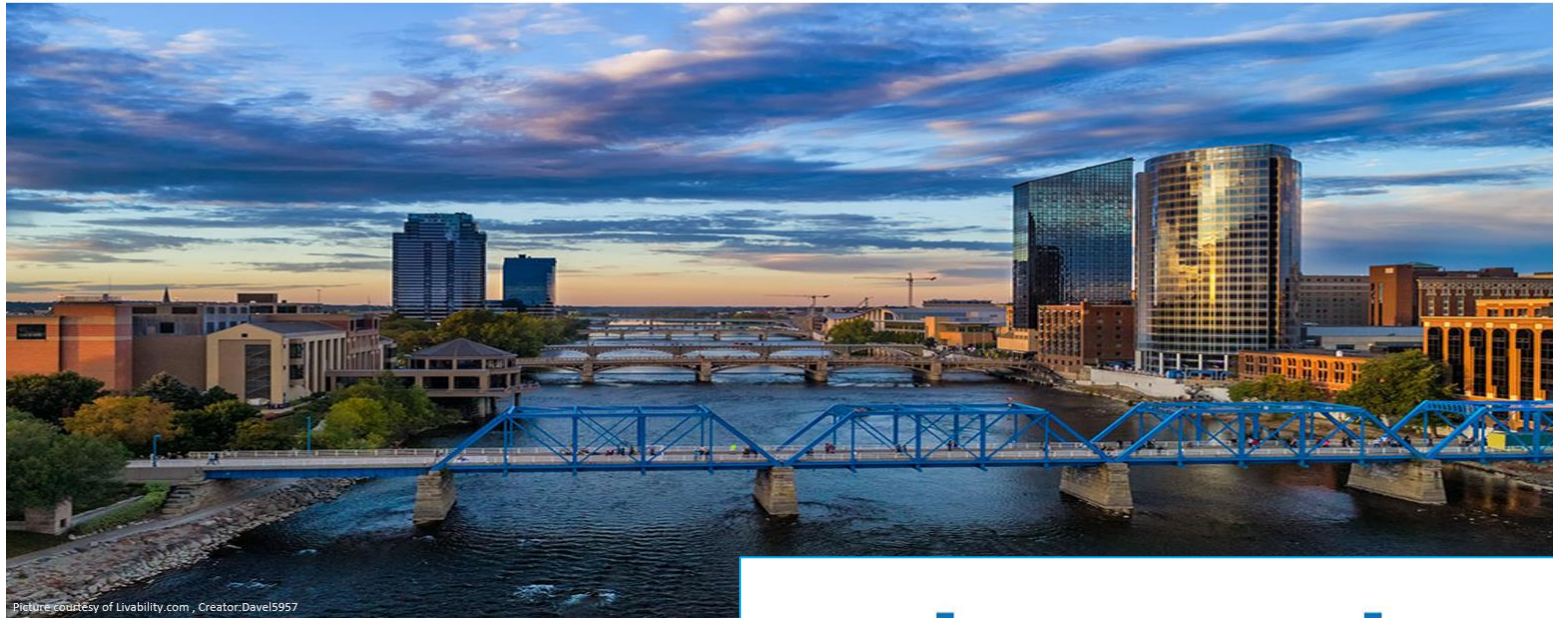
Inspection						
Asset	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 Annual Goal
	Actual	Actual	Actual	Actual	Actual	
	Goal	Goal	Goal	Goal	Goal	
Gravity Mains (ft.)	30,701	26,531	37,177	69,520	57,195	53,650
	15,018	22,744	30,471	38,197	45,924	
Catch Basins	3,688	3,556	3,919	4,093	4,151	4,264
	3,766	3,865	3,965	4,065	4,164	
Force Mains	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly
	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	
Culverts	0	0	10	5	209 (visually) 94 (cctv)	47
	8	16	24	31	39	
Ditches (mi)	0	0.08	2	3	6	4
	1	1	2	3	3	
Lift Stations	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly
	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	Bi-weekly	
Green Infra.	42/50	70/55	3x's per year	3x's per year	3x's per year	3x's per year
	100%	100%	100%	100%	100%	
	Goal not met					

Level of Service “C” Tracking

Preventative						
Asset	FY2015 Actual Goal	FY2016 Actual Goal	FY2017 Actual Goal	FY2018 Actual Goal	FY2019 Actual Goal	FY2020 Annual Goal
Gravity Mains (ft)	23,288	32,458	195,906	277,527	352,820	410,000
	77,780	144,224	210,668	277,112	343,556	
Catch Basins	3,688	3,556	3,919	4,093	4,151	4264
	3,766	3,865	3,965	4,065	4,164	
Culverts	0	0	10	5	9	10
	2	3	5	7	8	
Lift Stations	Bi-weekly Bi-weekly	Bi-weekly Bi-weekly	Bi-weekly Bi-weekly	Bi-weekly Bi-weekly	Bi-weekly Bi-weekly	Bi-weekly
Green Infra.	42/50	70/55	3x's per year	3x's per year	3x's per year	3x's per year
	100%	100%	100%	100%	100%	
	Goal not met					

Stormwater Policy Review

Stormwater Credit Trading: Grand Rapids



Picture courtesy of Livability.com, Creator: Davel5957



A project of American Rivers, Corona Environmental Consulting,
and Water Environment Federation

Stormwater Policy Recommendations

- Changes to Stormwater Ordinances are expected with upcoming Regional Municipal Separate Storm Sewer System permit from EGLE
- Final recommendations will be made once we have come to agreement with EGLE on final requirements.



LED Street Lighting Update



ACCOUNTABILITY
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SUSTAINABILITY



Health and Environment

Street Lighting Infrastructure Update

Update

- \$8.8M Phase 1 Bond issued in December 2018 focused on infrastructure
- 16 projects awarded
- 2-year plan is on schedule, budget has been adjusted based on project awards

Issues

- Contractor capacity and market impacts
- Limited electrical engineering resources

Future Considerations

- Long-term asset management investment
- Phase 2 financing analysis for LED lights
- Smart City Initiatives



Health and Environment Street Lighting Infrastructure Update

2017					2018				2019				2020				2021				2022				2023				2024				2025			
Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				

Asset Management Plan Development

Bond 1

Bond 2

Phase 1: Program Overview

Bond #1 Draw Down

Current Status

System Upgrade - 2.4KV to 7.2KV Conversion

Phase I Awarded

Phase II(A) Awarded

Phase II(B) OEM Substation Upgrade Awarded

Phase III Awarded

Circuit West - Undergrounding Infrastructure

Post Construction

LED Street Lighting

Awarded

Concrete Pole Replacement

Construction

Vital Streets

Post Construction

Assessment Management

Post Construction

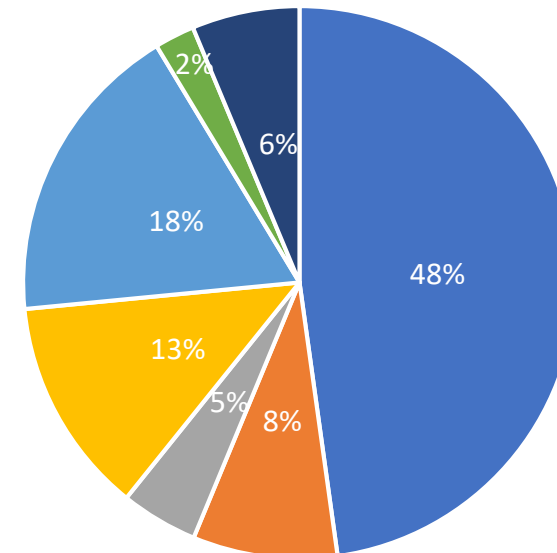
Overhead Primary Crossing Replacement

Post Construction

Total: \$8,862,000

Future Asset Management

- System Upgrade – 2.4 KV to 7.2 KV Conversion.
- Circuit West - Undergrounding Infrastructure
- LED Street Lighting
- Concrete Pole replacement
- Vital Streets
- Asset Management Program
- Overhead Primary Crossing Replacement





Health and Environment LED Street Lighting Update

Phase 1: LED Pilot Conversion within Infrastructure Phase

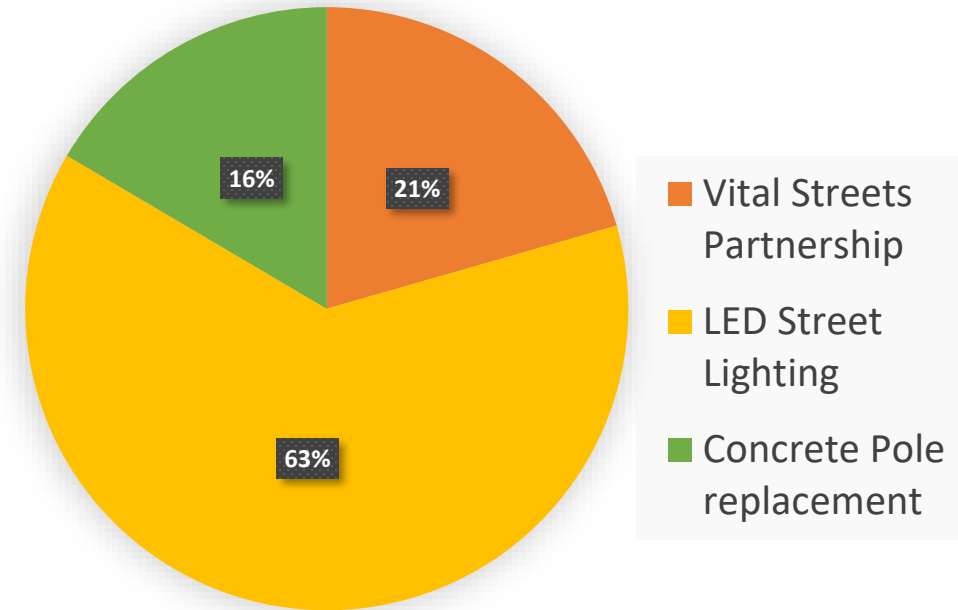
- HPS Light Inventory has been converted to LED for operation and maintenance
- 600 LED lights installed under provisional test
- Flex Net System Test Complete
 - Wireless communications
 - Coordinating system with Water & Sewer
- LED Conversion Pilot Project Awarded in April
 - \$400,000 Project
 - Estimated Completion Date: 10/31/2020
 - 525 new LEDs to be installed
 - 175 per ward



Health and Environment

LED Street Lighting Phase 2 Program Overview

- Kicks off in FY2021, anticipated completion end of CY2022
- Goals
 - Convert 16,500 lights to LED
 - Complete 450 Concrete Pole Replacements
 - Vital Street Partnership
- Estimated total cost of \$12.4M (LEDs \$8.2M)
 - Annual debt service for LED only is estimated to be \$500,000
- Annual estimated savings (\$540,000):
 - \$350,000 in electricity costs (35% efficiency)
 - \$190,000 in maintenance costs
- Elimination of electricity consumption will increase renewable energy performance from 37% to 42% in 2023 holding everything else constant





Health and Environment LED Street Lighting Update

Phase 2: LED Implementation Plan Overview

Bond 2 Implementation Plan and Schedule

January 2021 – December 2022

Energy Cost	Safe Neighborhoods					General	Downtown	Total Fixtures
Annex Area	SE Quadrant	SW Quadrant	NW Quadrant	NE Quadrant	DT Area	4 Quadrants	DT Area	
3807	4669	2194	2700	530	234	3603	300	18037

* The LED fixture quantities above will be slightly reduced through our LED piloting program.

- **FY2021**
 - Annex Areas – highest electricity cost reduction
 - Safe Neighborhoods SE and SW Quadrant
 - Bidding to begin September 2020
- **FY2022**
 - Safe Neighborhoods NW and NE Quadrant
 - General Areas
 - Downtown – ornamental and commercial
- **Balance and Distribution**



Health and Environment

LED Street Lighting Update

Phase 2: LED Implementation Plan Overview

- 16,500 lights
- Begin bid process September 2020 – select most competitive vendors and financing method
 - Begin with Annex Areas – highest electricity cost reduction and advantageous sized bid packages
 - Compete bid packages with same standards but with two delivery methods
 - Conventional delivery
 - Energy Services Company (ESCO) delivery – plan to develop and issue RFP: July – September 2020
 - Evaluate bid packages based on best value/life cycle cost construction and financing
 - Learn from this head to head comparison
- Proceed with Phase 2 financing to support LED work, Vital Streets work, and concrete pole replacement



Original Health and Environment FY2021 Select Proposed Investments

Carbon Reduction, Climate Resiliency (\$8.77M)

- Compressed Natural Gas (CNG) fuel purchase for the fleet (internal service fund)
- Purchase of renewable energy credits (RECs) (enterprise funds)
- Energy efficiency programming and energy legislation and regulation engagement (enterprise, internal service and general funds)
- Equitable carbon reduction for low income housing and collaborative climate change planning (grant funded)
- Priority forestry tree asset management program along City streets and in cemeteries (various funds)
- LED street lighting (\$8.15M bond, capital)



Original Health and Environment FY2021 Select Proposed Investments

Green Space and Recreation (\$4.54M)

- Connecting Children to Nature (grant funded)
- Cemetery mowing contract (cemetery fund)
- Parks maintenance (parks operating)
- City pool operations (parks millage and parks operating)
- Parks millage projects (parks millage, capital)
- Martin Luther King Jr. Park Lodge (general fund, capital)
- Third Ward park acquisition (general fund, capital)
- Hastings Street non-motorized path (general fund, capital)
- Grand River walkway phase II (general fund, capital)



Original Health and Environment FY2021 Select Proposed Investments

Protect and Preserve Water Resources (\$24.33M)

- PFAS wastewater testing (enterprise fund)
- Biodigester operations (enterprise fund)
- Lead service line replacements (enterprise funds, operating and capital)
- Storm water projects (general fund, major/local streets)
- Water/sewer projects (enterprise funds, \$21.06M capital)

Minimize Waste Generation, Promote Diversion (\$290,000)

- Assess recycling contamination (grant funded)

Reduce Health Disparities (\$1.98M)

- Housing lead remediation (grant funded)

Parks and Recreation Update



ACCOUNTABILITY
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Health and Environment Parks and Recreation FY2021 Plan

FY2021 Millage Projects

Final year of the 2013 millage

Construction, Summer 2020: Aman, Bike Park Phase II, Burton Woods, Camelot, Caulfield, Clemente, Covell Dog Park, Eastern, Ken-O-Sha, Kensington, Richmond, Riverside, Sigsbee, Pleasant

- \$1.1 million leveraged funding (Department of Natural Resources, Community Development Block Grant, National Recreation and Park Association)

Outreach/Design, Summer 2020: 6th Street, Canal, Garfield (splashpad), Heartside, Heritage Hill, Hillcrest, Midtown, Nagold, Paris, Rosa Parks Circle, Seymour, Sweet Street, Veterans Park building

General Fund Capital Projects

- MLK Lodge improvements (\$800,000)
- Parkland acquisition (\$100,000)

Looking ahead to new millage

- Collect revenue Summer 2021
- Access to revenue FY2022
- Investment categories:

Capital Projects	Park Operations
Pool Operations	Rec. Support



Health and Environment Parks and Recreation Acquisition Plan and Associated Land Value

	Ward	NOF	Property Score*	FY21	FY22	FY23	FY24	FY25
Property 1	3	✓	28	\$ 750,000				
Property 2	1	✓	19	\$ 250,000				
Property 3	3		11	\$ 300,000				
Property 4	1	✓	17		\$ 500,000			
Property 5	1	✓	28			\$ 900,000		
Property 6	3		17				\$697,300	
Property 7	2		11					\$ 350,000
Total Funding Per Year:				\$ 1,300,000	\$ 500,000	\$ 900,000	\$ 697,300	\$ 350,000

Total Funding FY21-FY25: \$ 3.75 Million

*Each property is scored through a multi-criterion equity prioritization matrix

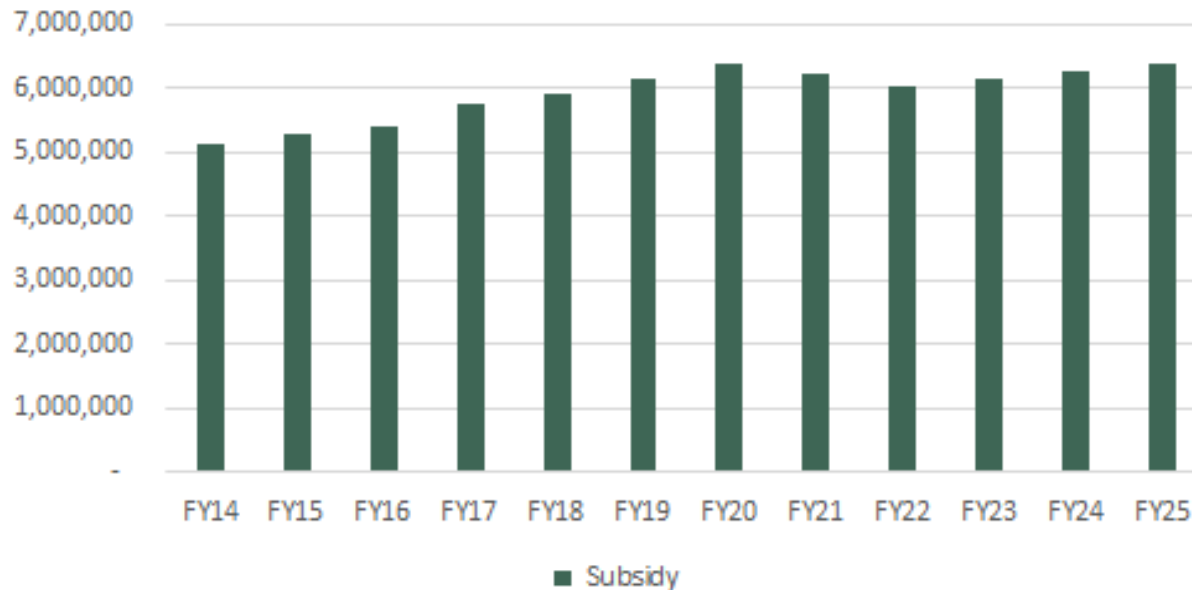
Impact

- 3 new parks in Ward 3 (26 acres)
- 4 new parks in NOF (9 acres)
- 38 acres total



Health and Environment Parks and Recreation FY2021 Plan

Parks Operating Fund Maintenance of Effort



- FY2021 intended to be a year of building capacity in preparation for FY2022 millage. It will now be a year of sustaining.
- FY2025 will be the first year that the maintenance of effort (MOE) is projected to return to FY2020 levels.
- Impact to parks operating fund over 5 years of MOE reductions: **\$4.2M**



Health and Environment Newly Recommended Parks and Recreation FY2021 Budget Reductions

- Goal: solve for a projected \$326,971 reduction
 - \$126,254 short fall in anticipated recreation revenue
 - \$118,388 reduction in General Operating Fund maintenance of effort (MOE)
 - \$82,329 addition to reserves
- Solution (\$326,971):
 - Reduce contract temporary employees (\$107,858)
 - Reduce programming due to COVID-19 (\$37,572)
 - Remove contract, rental and equipment (\$143,451)
 - Miscellaneous supplies, training and other line items (\$38,090)



Health and Environment Parks and Recreation FY2021 Plan

Proposed:

- Close all outdoor pools for summer 2020
- Close all splashpads and reevaluate as season progresses

Impacts:

- 150 seasonal positions eliminated
 - Lifeguards, pool maintenance, etc.
- \$800,000 +/- of Pool Operations transferred to Capital
 - Maintaining millage investment guidelines
 - Garfield Park grant match
 - Deferred maintenance





Health and Environment Parks and Recreation Recovery Plan



- Consideration of how parks may be used to support community and business re-opening
- Supporting new ways to gather for festivals
- Advance policy on fee-based private use of parks to support private gym use
- Accelerate advisory board approved smoke-free parks policy with commission + advance an interim sponsorship alcohol policy

Capital Update



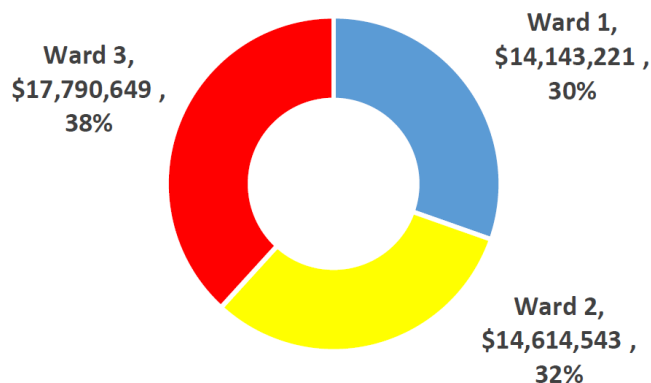
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FY2021 – 2025 Capital Correction

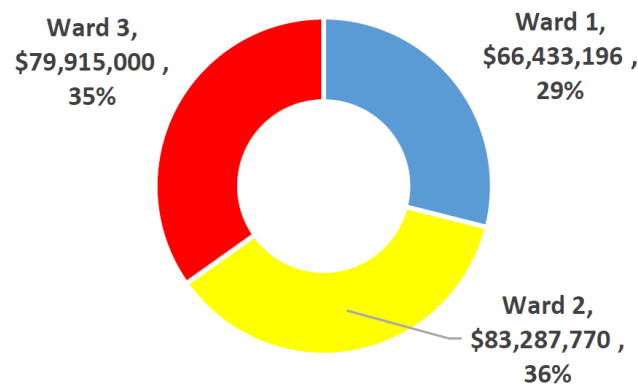
Correction: Division Fire Station split between Wards 1 and 3 instead of Wards 2 and 3

As previously presented

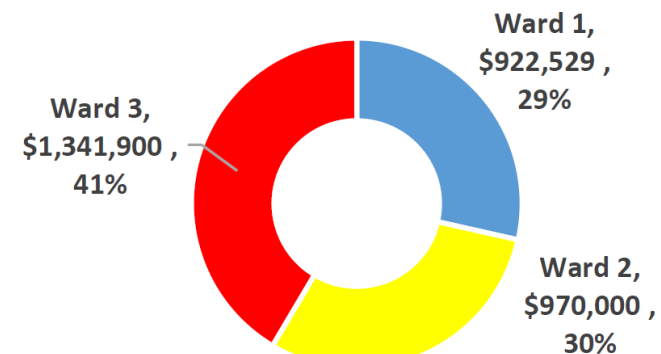
FY2021 All Location Specific Projects by Ward



FY2021-2025 All Location Specific Projects by Ward

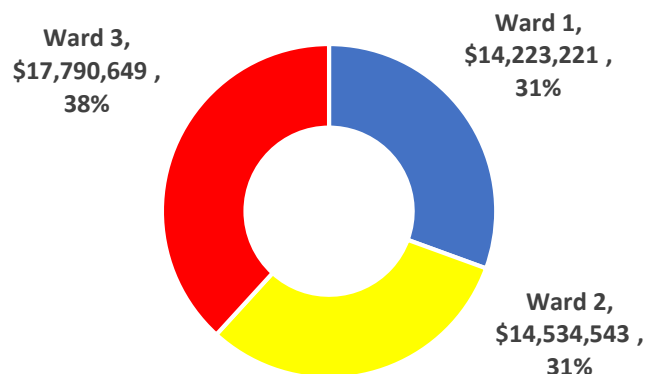


FY2021 Capital Improvement Fund Investment by Ward

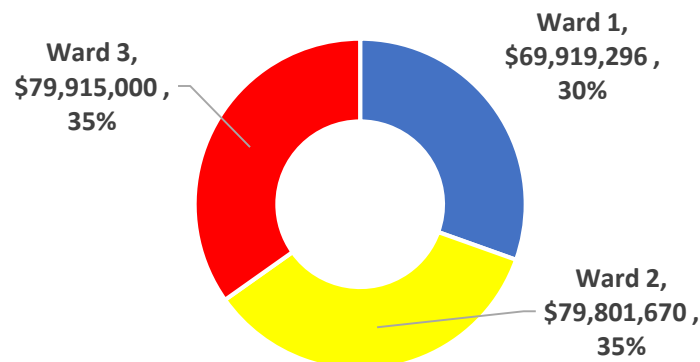


Division Fire Corrected

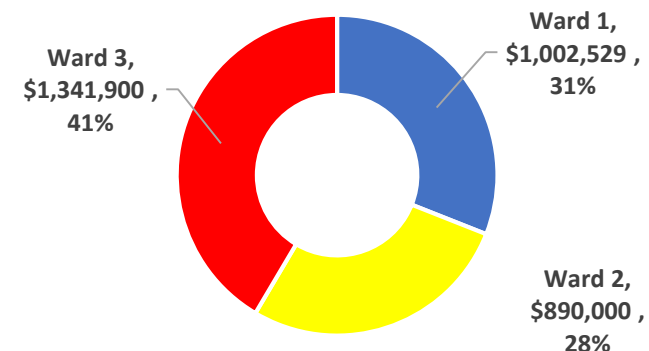
FY2021 All Location Specific Projects by Ward



FY2021-FY2025 All Location Specific Projects by Ward

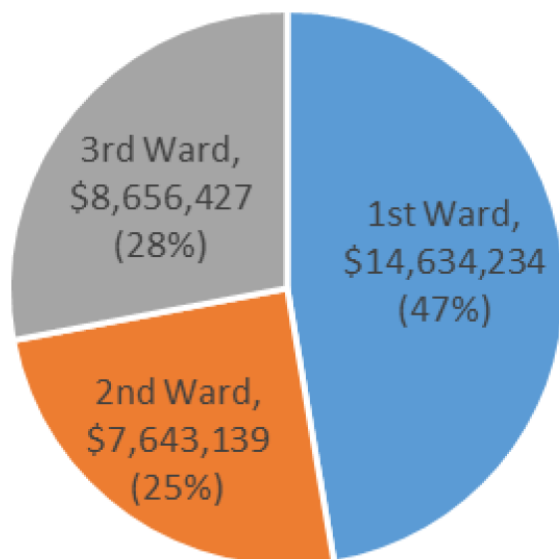


FY2021 Capital Improvement Fund Investment by Ward



FY2020 Capital Investment

FY2020 Location Specific Capital Investments by Ward Net of Outlier Projects



FY2020 Outlier Projects (total \$37.6M)

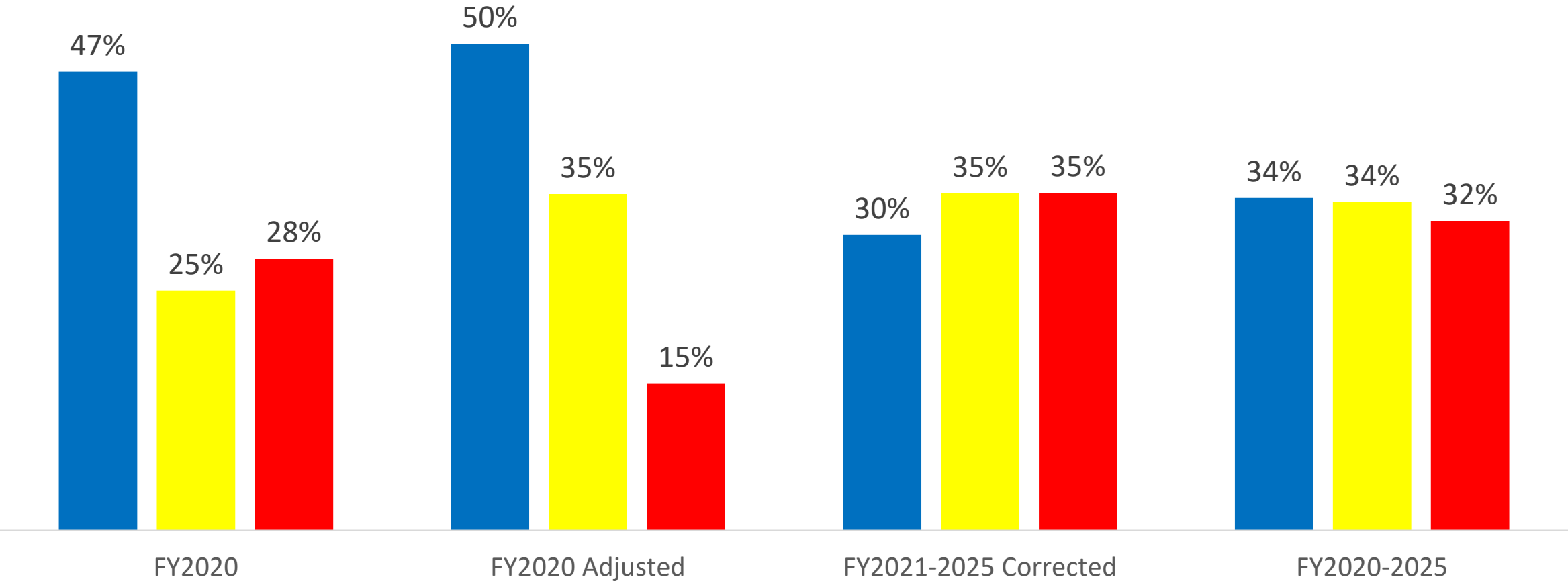
- Reconstruction of Godfrey Avenue, Market to Liberty, including sewer separation and all utilities (\$9,060,000 in Ward 1)
- **City Facilities (\$4,998,770 in Wards 1 and 2)**
- Lyon Square (\$1,400,000 in Ward 2)
- Parking Capital Projects (\$3,000,000 in Wards 1 and 2)
- **Street Lighting Infrastructure Capital (\$6,284,298 in Wards 1 and 2)**
- Coldbrook Decommissioning (\$10,028,430 in Wards 1 and 2)
- Hastings Street (\$2,819,034 in Ward 2)

These FY2020 projects are classified as citywide in FY2021-2025 and therefore also removed from balance and distribution

Capital Investment Balance and Distribution Analysis from FY2020 – 2025

■ Ward 1 ■ Ward 2 ■ Ward 3

6 year analysis



FY2021 Select Capital Projects by Ward

Ward 1 Capital Projects

- \$9.5M: Vital Streets
- \$3M: Water projects
- \$250,000: Nagold and Heartside Parks
- \$447,500 (50%): Grand River Revitalization*
- \$405,029: daylighting at The Highlands stormwater project*
- \$50,000: Indian Mill Creek Dredging storm water project*
- \$20,000: Oakleigh Avenue in Hogadone District Channelizing storm water project*
- \$80,000 (40%): Division Street Fire Station land acquisition*

*Capital Improvement Fund projects

Ward 2 Capital Projects

- \$7.5M: Vital Streets
- \$2.2M: Water projects
- \$1.1M: Sewer project
- \$1.2M: Parking facility improvements
- \$690,000: 6th St. Bridge, Canal St., Hillcrest and Mid Town Green Parks
- \$447,500 (50%): Grand River Revitalization*
- \$255,000: Hastings St. non-motorized path phase II*
- \$150,000: Grand River Walkway Phase II*

FY2021 Select Capital Projects by Ward

Ward 3 Capital Projects

- \$8.5M: Vital Streets
- \$6.4M: Water projects
- \$513,000: Sewer project
- \$450,000: Sidewalk connectivity
- \$100,000: Heritage Hill, Paris and Seymour Parks
- \$100,000: Third Ward park acquisition*
- \$800,000: Martin Luther King Jr. Park Lodge redevelopment*
- \$177,900: Channelization of Burton-Breton branch of Plaster Creek storm water project*
- \$144,000: Glen Echo Drain improvements storm water project*
- \$120,000 (60%): Division Street Fire Station land acquisition*

*Capital Improvement Fund projects

Wrap Up



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EQUITY INNOVATION
SUSTAINABILITY

Potential Revenue Reductions - Not Reflected in Budget

Fund	Income Tax*	State Shared Revenue**	CVTRS**	Act 51 Gas & Weight Tax**	Parking Fines	Charges For Services (1)	Total Reduction Needed	Identified Additional Reductions
General Fund	\$1,281,648	\$1,718,076	\$285,244				➤ \$3,284,968	➤ \$2,619,989
Capital Reserve Fund	56,882		285,244				✓ 342,126	✓ \$342,126
Sidewalk Repair Fund	32,943						✓ \$32,943	✓ \$32,943
Vital Streets Fund	172,979						✓ \$172,979	✓ \$172,979
Major Streets Fund				1,830,025			✓ \$1,830,025	✓ \$1,830,025
Local Streets Fund				610,008			✓ \$610,008	✓ \$610,008
Parking Operations Fund					25,000	3,185,402	✓ \$3,210,402	✓ \$3,210,402
Total	\$1,544,452	\$1,718,076	\$570,488	\$2,440,033	\$25,000	\$3,185,402	\$9,483,451	\$8,818,472

*0.5% increase in current budget, proposed -1% reduction ** 5% decrease in FY21 budget, reduced to -15% reduction

(1) Includes On-Street, Daily and Event Parking Revenues (dependent on activity within the City. Sports, shows, concerts, bars, restaurants, etc. When none of this is happening these are the main categories impacted.

FY2021 Budget Review Schedule

- ✓ Tuesday, April 28 **Introduction of the FY2021 Preliminary Fiscal Plan** (10am)
- ✓ Thursday, April 30* **Budget Town Hall** (5 – 6pm)
- ✓ Tuesday, May 5* **Budget Review Workshop** (9am – Noon)
 - Equity, Capital, Economic Prosperity and Affordability, Safe Community, Mobility
- Tuesday, May 12* **Budget Review Workshop** (1 – 4pm)
 - Health and Environment, Engaged and Connected Community, Governmental Excellence, Capital Update
- Tuesday, May 19 Committee of the Whole **Discussion and Deliberation** (10am)
Public Hearing at City Commission meeting (7pm)
- Thursday, May 21* **City Commission Adoption** (9 – 11am)

* Special meetings scheduled

Thank you

- Email questions to City Manager Washington and Chief Financial Officer Clarin by 10am on Thursday, May 14
- Responses will be provided at subsequent work sessions



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SUSTAINABILITY

Discussion



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